

Influence of emotional intelligence on organizational commitment

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Accepted : September, 2009

ABSTRACT

This study investigated the relationships of emotional intelligence and organizational commitment on supervisors of Hotel Industry at Trichy city in Tamil Nadu. 50 samples were collected from the Hotel Industry. Measures of emotional intelligence and organizational commitment were administered on the sample. Results showed that emotional intelligence significantly influenced the organizational commitment of Hotel Industry.

Key words : Emotional intelligence, Organizational commitment, Hotel industry

Many organizations are facing major challenges resulting in restructuring, reengineering and downsizing. The need for factors that predict organizational commitment has become more critical. One of the factors that could lead to healthy organizational climate, increased morale, motivation and productivity is organizational commitment. Organizational commitment has emerged as a promising area of research within the study of industrial/ organizational psychology in recent time (Morrow, 1993; Meyer and Allen, 1997; Adebayo, 2006). Organizations need committed workers in order to face the worldwide economic competition. Besides, linking situational factors such as job characteristics and organizational characteristics to organizational commitment, research efforts are needed in linking personal and psychological characteristics of workers to organizational commitment.

Organizational commitment was defined by Allen and Meyer (1990) as “psychological state that binds the individual to the organization (*i.e.* makes turnover less likely). According to Mayer and Allen (1997), organizational commitment is a psychological state that characterizes the employee’s relationship with the organization with its implications for the decision to continue membership in the organization. Organizational commitment is defined as an employee’s level of identification and involvement in the organization (Mullins, 1999).

Organizational commitment has been extensively

researched and different researchers have identified its antecedents and outcomes. Relating to commitment with turnover Steers (1977) conducted a comprehensive study developing a model to find out antecedents and outcomes of organizational commitment. Antecedents of organizational commitment are quite diverse in nature and origin.

Opportunities to leave have a more important effect on turnover than any change over time in one’s commitment to organization (Marsh and Mannari, 1977). Mowday *et al.* (1982) saw organizational commitment as a strong belief in an organization’s goals and values, a willingness to exert considerable effort on behalf of an organization and strong desire to remain a member of the organization. Mowday *et al.* (1997) suggested that employees who exhibit high organizational commitment are happier at their work, spent less time away from their jobs and are less likely to the organization.

According to Meyer and Allen (1997) three-component model of commitment, there are three “mind sets” which each characterizes an employee’s commitment to the organization: affective, continuance and normative commitment. Affective commitment refers to employees’ perception of the emotional attachment or identification with the organization. Continuance commitment refers to employees’ of the cost of leaving the organization to another place. Normative commitment is the employees’ perception of their normal obligation to the organization.

Emotional intelligence is the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion and regulate emotion in the self and others (Meyer *et al.*, 2000). Emotional intelligence (EI) has been linked to job performance and emotional labour (Prarti, 2003; Law *et al.*, 2004). Understanding and regulation of one’s emotions as well as understanding

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